

DDJC Lean Logistics Training Targets Process Reengineering at CCP, Freight Terminal

By Doug Imberi, DDJC Public Affairs

For those working in Defense Distribution Depot San Joaquin, CA's (DDJC) Freight Terminal or the Containerization, Consolidation Point (CCP), there is a new buzz word going around: Lean. As a business plan initiative, DDJC hired a private organization called Lean Quest that specializes in training and consulting services to organizations seeking to drastically improve their physical distribution processes. What differentiates Lean Quest from other process improvement consultants is that the founders are ex-Toyota employees who were personally trained by those who created and successfully first used the Lean philosophy and principles.

The Lean concept originated with Taiichi Ohno, a Toyota executive who used his Lean philosophy to radically transform Toyota following World War II. Lean deals with eliminating waste from the workplace. Waste is anything that is done during the course of work which uses resources like manpower, materials and time, but in turn creates no value for the customer. It sounds simple and obvious, but in real life waste at work is very common.

As a first step, LCDR Murray Hatt, Royal Canadian Navy, developed a business case for Lean called "Process Reengineering Initiative for Distribution Excellence" or PRIDE.

In July, Lean Quest provided three days of training to DDJC's senior leaders. As a result of this training, the Freight Terminal and the CCP Air Lines of Communication (ALOC) mission were targeted for a Value Stream Mapping exercise. Teams were developed for each of the areas and they first mapped the material flow from beginning to end as it currently existed. That included



Freight Terminal manager Bob Mahan helps build cars during Lean training. The exercise develops the Lean principles of culture, just-in-time, standardizing work, quality processes, visual techniques and continuous improvement.

documenting both the active processing and wait time it took for the material to pass through the process and also the information flow from beginning to end. The next part of the exercise was to identify and eliminate waste like multiple handling, unnecessary sorting and excessive wait time. Multiple opportunities for improvement were identified and the teams were given the go ahead by the Senior Leadership Team to develop a master implementation plan to start improving their processes.

Subsequent activities will include three advanced training sessions for supervisors, and eight rapid improvement events targeted toward specific processes. The rapid improvement events will rely heavily on the input and participation of DDJC employees.

The Lean Quest training is expected to last approximately one year. At that time, DDJC will have developed six to eight "Lean experts" of its own to continue Lean training and implementation at DDJC. As a result of Lean, DDJC expects to see dramatic improvements in MRO processing times, quality and productivity, as well as a marked reduction in costs.

The Mule Train—DDCT's Local Delivery Service

By Danny Kolb, DDCT

The Defense Distribution Depot Corpus Christi, TX (DDCT) has entered into a partnership with its largest customer, the Corpus Christi Army Depot (CCAD), to exploit the unique advantage of being next door neighbors. The focus has been on the implementation of programs such as decanning major items prior to issue to CCAD, kitting services for maintenance programs and manning hardware rooms within the Army depot's facilities. All of these projects are designed to give CCAD support specifically tailored to the requirements of their efforts to streamline work processes and cut costs.

The most significant challenge the partnership has addressed is finding a better way to get repair parts and components to the worker on the maintenance lines at CCAD. The challenge was to deliver an already high and increasing volume of repair and components for hundreds of maintenance

programs to shops spread throughout the army depot's extensive facilities.

DDCT instituted a program to move required repair parts and components to the maintenance lines at CCAD on a "just-in-time" basis. This includes movement of these assets from DDCT, and from various CCAD shops. This is being accomplished by use of what has become known as "Mule Trains"- a series of flatbed wagons pulled by a tractor and by electric scooters.

It is a multi-faceted program. The first part of the program is local delivery of assets directly from DDCT's receiving and storage areas to the CCAD shops. Each morning, required items are staged in the local delivery area and loaded on the wagons. Then the Mule Train leaves for CCAD. The second part of the program is internal movement of assets within CCAD. Twice each day, assets are picked up at CCAD and delivered to maintenance lines. In each case, additional deliveries are made on request. Additionally, as required, DDCT provides movement of assets from one CCAD shop to another.

Deliveries are made each day to an average of 85 shops.

"Getting the right item to the right shop at the right time is an awesome task. The success of this program reflects the dedication of employees from both organizations," said LTC Shelia J-McClaney, USA, DDCT Commander. DDCT has benefited from this program by achieving a high level of customer satisfaction. CCAD has benefited from this program as it enables their employees to concentrate solely on their core mission of

repairing helicopters. Most importantly, the increased productivity and reduced costs have greatly enhanced the support both organizations provide the Warfighter.



DDCT's Mule Train is loaded and ready to depart for the Corpus Christi Army Depot, DDCT's "next door neighbor."

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